

Maricopa County Evidence Based Principles Goals and Objectives

Goal/Committee	Objectives	Rank	Timeline Quarters*								Team Responsible	Quarterly Benchmarks
			1	2	3	4	5	6	7	+		
Organizational Development												
1	Assess organizational climate All staff levels	<ul style="list-style-type: none">Select assessment toolsAdminister toolsAnalyze resultsReview results w APD Exec Steering CommitteeAdjust Organization Development Implementation & Collaboration plans based on assessment resultsAssess effectiveness of adjustments	1.33								APD: Jen Ferguson Exec Steering Com Mid Mgr co chairs CJI: Meghan Howe Mike Kane Chris Lowenkamp	1Q Select assessment tools 2Q Admin tools to all levels 2Q Score, interpret, review 2Q Administer web based line staff survey 3Q Communicate results with staff for Exec – Mid Mgr 3Q Communicate results with line staff 3Q Build targeted intervention plans/mid mgr & exec plans 4Q 5Q Implement intervention plans (Exec / Supervisor) 6Q Administer reassessments 7Q Interpret / Adjust plan
2	Build capacity in first-line supervisors	<ul style="list-style-type: none">Assess competenciesAssess EBP knowledge & attitudesApply Org Assessment findings (Goal 1) to supervisor performance appraisalFormulate role of a Mid Manager Committee to drive implementation issuesCollaborate first line supervisor QA measuresEstablish goal tracking methodology	1.16								APD: Exec Mgt Team Colleen Dorame QA supervisors Jen Ferguson Alison Cook Shari Andersen-Head Ed Guerrero Mid Managers TBD CJI: Jenn Cobia Judy Sachwald	1Q Build Mgr EBP training / (Manager Forum) 1Q Integrate Field Officer performance review 1Q Develop supervisor-officer process integration 2Q Develop knowledge base (Curriculum Committee) 2Q Develop supervisor support tooling 2Q Initiate Supervisor Performance Review development (Sub com 2a) 2Q APD Mgr Forum – EBP 201 3Q Use Org assessment to identify need areas 3Q APD Mgrs Forum – EBP 301 <ul style="list-style-type: none">Mid Mgr introductionPresent Phase I EBP measures 4Q Build management reports 4Q Roll out supervisor performance appraisal
2a	Performance Appraisal	<ul style="list-style-type: none">Assess core competenciesSolicit feedback at every level from position to directorBase measurements on strategic goals and practicesAlign with County strategic plan MFR									APD Manny Gomez Jen Ferguson Mary Stuart-Bronski (CTS) Shari Andersen-Head CJI – Charlene Rhyne Chris Lowenkamp	1Q Establish automated performance review-field officers 2Q Assess scoring/validate with supervisor committee 3Q Review EBP measures with consultants 3Q Review outcomes \ apply to S.O. and Mgr positions 3Q Adjust questions\measurements 4Q Assess 12 month data
3	Hiring & Promotional practices	<ul style="list-style-type: none">Use EBP in the Hiring and Supervisor Assessment CenterReview processesRevise job descriptionsAlign competencies (hiring-training-EBP measures)Explore for Succession Planning	2.33								APD: Mike Goss Mark Hendershot Mid Managers TBD Court HR Dana Quinn (Sue or Pam?) Coleen Dorame CJI: Meghan Howe Connie Champnois Mike Masternak	2Q Review EBP in hiring processes 2Q Review EBP in promotional process 2Q Explore processes with consultants 3Q Add EBP processes to Assessment Center 3Q Meet with consultant to develop <ul style="list-style-type: none">Behavior based interviews – new hire<ul style="list-style-type: none">New HireSupervisorInterview formatsQA measurementsBBI training 3Q Revise job descriptions 4Q Draft hiring process revisions

*1st Quarter began Jan 08

4	Communication	<ul style="list-style-type: none"> Assess communication Develop communication plan Develop multi-level delivery Monthly status reports Prepare roll out of unit reports 	2.66										APD: QA Supervisors Staff Development Shari Anderson Jo Ann Paulus Mid Managers TBD	2Q EBP web page rollout 2Q EBP focus in Chronicle 2Q Supervisor Assessment training packet 2Q QA Assessment refresher 2Q Resource Guides 2Q Communication Scenarios 2Q Initial Assessment training 2Q Quarterly Progress reports to managers 2Q Strategic Plan for QA roll out 2Q Community Supervision presentation 2Q Division meeting presentations 2Q Unit meeting presentations 2Q Supervisor & officer personal coaching 2Q Collaboration with depts., counties, states 2Q Tips 3Q Communicate org. assessment results with staff 3Q Building curriculums with Staff Dev 3Q Desk Reference 3Q Managers tool box (canned presentations) 3Q EBP agendas for unit/div meeting preparation 3Q Reference library 3Q Apply knowledge from Organization Assessments <u>3Q Pass leadership to Mid Managers</u>
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Implementation

	Goal/Committee	Objectives	Rank	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Team Responsible	Quarterly Benchmarks
1	Assess EBP Knowledge and Attitudes Parallel with Organization Development Goal	<ul style="list-style-type: none"> Develop assessment tool Conduct assessments Use results to fortify training, QA, and implementation plan 	1.33									APD: Zach Dal Pra Exec Steering Committee CJL: Mike Kane	1Q Build EBP Mgt curriculum 2Q Develop measurements
2	Improve EBP Quality Implementation	Review current quality assurance plans <ul style="list-style-type: none"> FROST assessment Communication / Interview skills Case Plans construction Refine development of training curricula, auditing, observation & feedback; performance reporting, and performance appraisal measures <ul style="list-style-type: none"> Coordinate implementation plans Create Curriculum Com (2a) Create Mid Managers Com (2b) 	2.33									APD: Mary Walensa Mark Hendershot Robert Cherkos QA Supervisors Ed Guerrero Co-Chairs of Mid Manager Committee CJL: Charlene Rhyne Jenn Cobia	1Q Draft Global QA Plan 1Q Dev EBP manual and development materials 1Q Round 1 - FROST Inter-rater reliability field review 2Q Round 2 - Initial & R+A communication skills 2Q Dev EBP web page 2Q Define QA supervisors roles 2Q Define Unit supervisor roles 2Q Dev managers materials 2Q Dev supervisor materials 2Q Dev officer materials 2Q Dev support staff materials 2Q Build supervisor FROST observation form 2Q Strategic Plan / MFR gap analysis 3Q FROST Inter-rater reliability field review 3Q Strategic Plan / MFR Alignment 3Q Create sub committees curriculum / mid-manager 4-5Q Round 3 - Interpersonal skill-building field review 6Q Round 3 - Interpersonal skill-building pass-off 7Q Round 4 - Case Plan Skill Building 8Q Round 5 - Case Plan Skill Building pass-off

*1st Quarter began Jan 08

2 a	Improve EBP Quality Curriculum building	<ul style="list-style-type: none"> Identify multi-level training needs Build sustainability training Document curricula 											APD: Jen Ferguson Colleen Dorame Donna Vittori QA Supervisors Mid Managers TBD CJI: Jenn Cobia	1Q Build EBP Mgt curriculum 1Q Build EBP Supervisor materials 1Q Develop process integration 2Q Dev Train the Trainers curriculums 2Q Develop training QA measurements 2Q Build training pre/post tests 2Q New hire, officer, supervisor, manager curriculums 2Q Supervisor proficiency tools (FROST observtn) 2Q Document officer and supervisor competencies 3Q NIC EBP web based training for managers-leadership 3Q Behavior based interview curriculum 3Q Define 'proficiency'-all levels 3Q Define 'non-proficiency'-in supervisor curriculum 2Q APD Mgr Forum – EBP 201 3Q APD Mgrs Forum – EBP 301
2 b	Improve EBP Quality Implementation Mid Managers Committee	Phase I <ul style="list-style-type: none"> Build mid manager capacity and EBP knowledge Phase II <ul style="list-style-type: none"> Plan field implementation strategies 											APD: Supervisor co-chairs Ted Milham Holly Burdine EMT-appointed site-coaches EMT approved volunteers Robert Cherkos - SWOT EMT mentors/ Sue, Saul, Therese QA supervisor mentors/ Julie, Tricia, Mary Anne B CJI Judy Sachwald	3Q EBT Mid Mgr Transition - briefing/goals/coaching 3Q Est. implementation goals, objectives; project plan 3Q Develop goal measures 3Q Est. meeting schedules & committee deliverables 3Q Est. sub-committee assignments/committee chairs 3Q Review EBP QA measures – 3Q Co present QA goals to supervisors/ Mgt Forum
3	Revise Intervention Guidelines Graduated Response Responsivity	<ul style="list-style-type: none"> Review current guidelines/policy Review research (cultural gender) Ensure officers have better, positive ways to deal w/ behaviors related to conditions of probation and case plans Ensure wording of paperwork and forms to present a positive attitude, remove threatening themes (relationship building) Integrate behavior responses within Case Plans Draft revised guidelines/policy Incorporate SB1476 	1.6										APD: Manny Gomez Tom O'Connell Julie George-Klein (QA) Mid Managers TBD CJI: Jenn Cobia Judy Sachwald	1Q Flow chart process as probationer 2Q Develop a logic model with responses to behaviors: <ul style="list-style-type: none"> Condition 1 Danger to self or others Absconder (absconder criterion & docmtn) Technical violation behaviors Positive responses to positive behaviors 2Q Develop and test <ul style="list-style-type: none"> New Goldenrod with MI scripts; Violation of Probation & New Directives 3Q Develop and test letters 3Q Pass implementation to Mid Mgr Com 3Q Plan 1476 processes 4Q Recommend integration points in APETS (tech com) 4Q Assume development of Case Plan / responses 4Q Pass marketing/implementation to Mid Mgr Com
Collaboration														
	Goal/Committee	Objectives	Rank	Q	Q	Q	Q	Q	Q	Q	Q	Q	Team Responsible	Quarterly Benchmarks

*1st Quarter began Jan 08

				1	2	3	4	5	6	7	8		
1	Engage and educate stakeholders	<ul style="list-style-type: none"> Conduct informal survey of judiciary and other stakeholders Use results to inform outreach plan 	2.33									APD: Barbara Broderick Jen Ferguson Alison Cook Mid Managers TBD CJI: Meghan Howe	3Q CPAI Training and evaluation ? OST risk score cut offs (add level med-high)
2	Engage natural communities	<ul style="list-style-type: none"> Identify community partners Develop outreach plan by divisions Train division directors Additional interventions 	3									APD: Sue Bauer Mid Managers TBD CJI: Meghan Howe	
3	Assess quality of treatment services	<ul style="list-style-type: none"> Select provider assessment tool Train a team on assessment of external providers Conduct assessments Evaluate current and pilot CBT programming 	3.08									APD: Zach Dal Pra Vicki Biro Pam Morrow Jen Ferguson Alison Cook Mid Managers TBD CJI: Jenn Cobia	2Q Program Evaluation Tool – CPAI 3Q CPAI training August 18-22
Resources													
	Goal/Committee	Objectives	Rank	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Team Responsible	Quarterly Benchmarks
1	Build existing partnerships to enhance EBP implementation	<ul style="list-style-type: none"> Revisit with budget consideration 	4.16									APD: Barbara Broderick CJI: Elyse Clawson	
2	Expand technological capacity to keep pace with EBP implementation.	<ul style="list-style-type: none"> Review all work plan components and consider the need for adjustments in APETS, APD On-Line, et al. Work with system administrator(s) to implement needed changes. Pilot all process manually for user acceptance before automating 										APD: Mary Stuart-Bronski Randy Tirado Mid Managers TBD CJI: Jenn Cobia	1Q Open dialogue w AOC 2Q Build EBP proposal for IT adoption 3Q Evaluate piloted business process changes 3-4Q Collaborate w AOC in core business application <ul style="list-style-type: none"> Replace closed-ended questions in APETS OST assessments Develop simple IEPD Pretrial iCIS / APETS Risk score vs. Supervision level Graduated response table Case Plan / Contacts linked Treatment dosages
3	Quality Assurance	<ul style="list-style-type: none"> Ensure data tracking is EBP Recommend EBP measures Construct EBP reports Align EBP measures with MFR 	TBD									APD: Jen Ferguson MFR coordinator Randy Tirado QA supervisors Mid Mgr co-chairs Consultants: TBD	3Q Construct and validate field supervision QA reports 4Q Scope QA measure enhancements 4Q Map QA measures to MFR goals and strategies 4Q Establish future benchmarks

*1st Quarter began Jan 08

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